Northeast States for Coordinated Air Use Management (NESCAUM)

Request For Proposals

New Haven, Connecticut School Bus Retrofit Project

May 19, 2004

<u>Proposal Due Date</u>: Wednesday, June 2, 2004, 4:00 p.m. EDT

<u>Notification Date</u>: Friday, June 11. 2004

<u>Initial Project Planning Meeting Date</u>: Week of June 14th, 2004

<u>Project Contact: Michael Block, NESCAUM</u>

(617) 367-8540 x 218; mblock@nescaum.org

Request For Proposals New Haven Connecticut School Bus Retrofit Project

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I. Overview

The Northeast States for Coordinated Air Use Management (NESCAUM) is a non-profit association of the air quality control agencies in the six New England States, New York and New Jersey. NESCAUM provides technical assistance and policy guidance to the member states on air pollution issues of regional concern. NESCAUM has been actively engaged in the development and implementation of a wide variety of emission reduction projects for highway and nonroad vehicles. Through this request for proposal (RFP), we are seeking a qualified company to select and provide emission control technology (ECT) to reduce diesel particulate matter (PM) from a targeted fleet of diesel-powered school buses in the City of New Haven, CT. This project involves procuring, installing and supporting ECTs for a fleet of 182 type "C", full size school buses operating in New Haven. The ECTs will be installed on this fleet from mid-June through mid-August 2004, while school is in summer recess.

The goal of the project is to achieve maximum, sustainable, PM, HC and CO emission reductions for the New Haven school bus fleet.

The entire fleet is owned and operated by First Student, Inc., under contract to the City of New Haven, and all buses are housed, fueled and maintained at First Student's central facility in New Haven. The entire fleet operates using ultra-low sulfur diesel fuel (ULSD) with sulfur levels specified to a maximum of 30 parts per million (ppm) by weight; in-use sampling has yielded levels between 15 and 20 ppm. All other fuel properties are consistent with conventional, on-highway number two diesel fuel.

NESCAUM has completed an analysis of engine exhaust gas temperatures from selected school buses in the fleet. That profile, explained in further detail below, shows temperatures on average, below 250°C for a significant portion of the daily, typical in-use operation ("duty-cycle"). Applicants should provide documentation of their review of these data as part of their technical assessment of the most appropriate ECT for this program.

Proposals will be judged by a Selection Committee, defined in section IV of the RFP, and evaluated by NESCAUM. Favorable consideration will be given to those submissions that clearly demonstrate an ability to provide maximum PM emission reductions, *without compromising the safe, timely transportation of pupils during the school year*. In-kind contributions for this important, highly-viable program are encouraged.

Submissions to the RFP are due by 4:00 p.m. Eastern Daylight Time (EDT) Wednesday, June 2, 2004. Submission of *six hardcopies* of the proposal should be sent to the following address:

Michael Block Senior Staff Engineer

Northeast States for Coordinated Air Use Management (NESCAUM) 101 Merrimac Street, 10th Floor Boston, MA 02114

(617) 367-8540 x 218

mblock@nescaum.org

Electronic submissions are optional but encouraged.

NESCAUM will announce award notifications on Friday, June 11, 2004. A mandatory project planning meeting, at a venue in New Haven, will be scheduled for the week of June 14th, to formally initiate the program.

II. Project Description

A. Goals

- 1. <u>Maximize reductions</u> of PM, HC and CO, without the increase of any other pollutants, through installation of ECTs.
- 2. <u>Provide sustainable support</u> ensuring the effective operation of the ECTs for the full period of time (typically seven years) the school buses are in daily service in New Haven.
- 3. Provide full warranty coverage of the entire ECT system.
- 4. Ensure <u>safe operational performance</u> of the ECT system, the engine and the school bus, and adhere to the safety precepts of the Connecticut Dept of Motor Vehicles, Commercial Vehicle Safety Division.

B. Scope of Work

This project involves retrofitting the fleet of school buses operating in the City of New Haven, Connecticut, with emission control technology (ECT) designed primarily to maximize the reduction of diesel particulate matter (PM). Additionally, the technology should demonstrate proficiency in reducing hydrocarbons (HC) and carbon monoxide (CO). Generally, emission control technologies tailored to the reduction of these three constituents – specifically, diesel particulate filters (DPFs) and diesel oxidation catalysts (DOCs) – are ineffective for the reduction of oxides of nitrogen (NOx). Nevertheless, significant PM-reductions may foster the potential use of NOx mitigation strategies such as software modifications to the engine's electronic control unit (ECU). Prospective vendors should comment on engine and operations compatibility issues if NOx-reduction approaches are considered in the proposal.

The fleet consists of 182 late model, low-mileage school buses. All are of the same configuration, manufactured by the same company (both bus chassis and engine), and owned and operated by a single company, under contract to the City of New Haven (refer to Section II.C, below). Working closely with NESCAUM, who will be

responsible for overall project management and fund disbursement, the vendor will provide ECTs to meet the goals, stated above. In addition to supplying the ECT hardware, the contractor will be responsible for the following tasks: (1) complete systems engineering; (2) delivery and installation; (3) service technician and driver training; and (4) follow-up product and system support to sustain effective operation of the ECT throughout the time that school bus is in daily operation in the City of New Haven. Towards this end, the prospective vendor should provide a work plan describing how they will successfully implement, at a minimum, the following specific tasks:

- 1. Interfacing with engine and vehicle manufacturer to ensure ECT <u>compatibility</u> (includes obtaining a *mandatory* warranty letter from the engine manufacturer).
- 2. <u>Procuring</u> the ECT, including storage for "just-in-time" delivery to the installation job site.
- 3. Engineering, fabricating and procuring all installation hardware.
- 4. Developing and procuring <u>in-use operating software</u> such as exhaust backpressure and temperature monitoring systems, if appropriate.
- 5. <u>Installing</u> the complete ECT system, including the ECT and the hardware and, if applicable, software kits.
- 6. Developing a maintenance plan to ensure long-term effective ECT operation.
- 7. <u>Training</u> fleet service technicians in installation, maintenance, and "in-use" troubleshooting and safety.
- 8. <u>Training</u> fleet drivers in proper operation, detection of operating anomalies, and proper safety procedures.
- 9. <u>Documenting</u> retrofit installation through accurate recordkeeping as well as providing instruction manuals to service technicians and school bus drivers.
- 10. Participating in <u>sustainability</u> activities Project Partners will be developing and implementing outreach and education programs associated with this project. Prospective vendors are expected to participate in these endeavors and are encouraged to provide details regarding the extent and type of their participation.

C. Fleet Information

The following table provides school bus fleet information for the First Student Fleet, which services the public schools in the City of New Haven. NESCAUM anticipates that the homogeneity of the fleet – school bus vendor, chassis and engine type, fuel type and specification, common domicile, etc. – will encourage selection of a singular ECT type, fleetwide:

| School Bus Chassis & Engine Description | School Bus Data | Fleet Owner & Operator |
|--|---------------------------------|---------------------------|
| School Bus Chassis/Body | | First Student, Inc. |
| Total No. of Buses In Fleet | 182 | 140 Middletown Ave. |
| Bus Manufacturer | International Truck and Engine | New Haven, CT 06513 |
| | Corp, Inc. | |
| Type | "C" – Front Engine Conventional | |
| Model Year | 1999 – 2002 | |
| Entry Into Service | • 1999 – 1 bus | |
| | • 2000 – 10 buses | |
| | • 2001 – 2 buses | |
| | • 2002 – 169 buses | |
| Typical Number of Years Buses | 7 | |
| Are Expected to Remain In | | |
| Service | | |
| Average Typical Yearly | 13,500 miles/bus/annum | |
| Mileage Per Bus | | |
| School Bus Engine | | |
| Engine Manufacturer | International Truck and Engine | |
| | Corp, Inc. | |
| Engine Model | International T444E | |
| Engine Configuration | OHV V-8 | |
| Engine Displacement | 444 CID (7.27 L) | |
| Engine Specification | • 195 HP @ 2300 RPM | |
| | • 520 lb-ft Torque | |
| | @ 1400 RPM | |
| | • 2600 Max Governed RPM | |
| | Turbocharged & Aftercooled | |
| | Electronically Controlled FIE | |

• Electronically Controlled FIE **Table 1 – Fleet Description**



INTERNATIONAL T444E OHV V-8



International Type "C" School Bus

D. Engine Exhaust Gas Temperature Profiles

NESCAUM has completed exhaust gas temperature characterization on two representative school buses in the First Student fleet, encompassing best and worst case in-use operating scenarios (commonly referred to as vehicle operation "duty-cycles"). Worst-to-best case designations are defined by the extremity of the duty-cycle: bus routes (duty-cycles) characterized by lighter engine speeds and loads are typified by extensive stop-and-go and idling periods, and are adjudged to be "worst case" scenarios. Similarly, best-case scenarios are characteristic of more sustained higher speed and load operation, often over more suburban and rural routes.

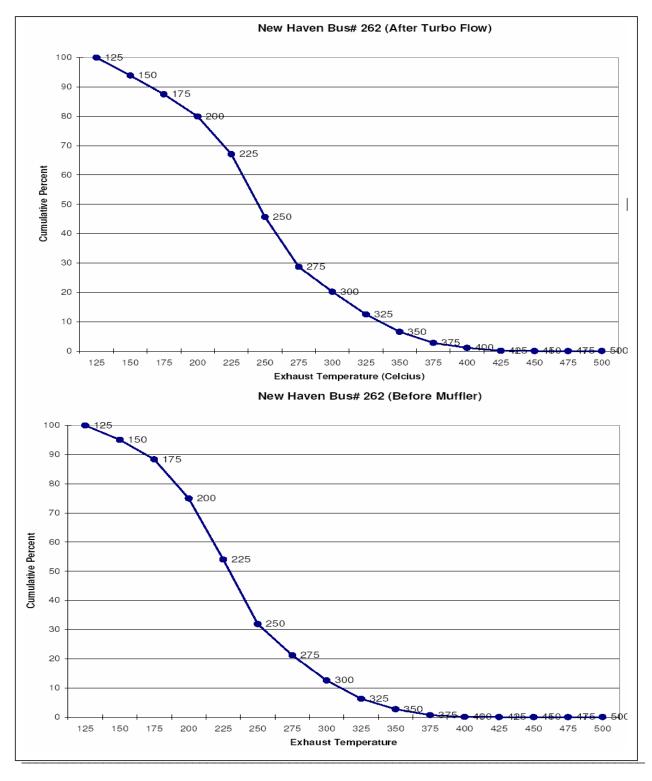
The data were collected on buses from the First Student fleet over daily, in-use operation, transporting students during the school season, in Mid-March 2004. Tested buses utilized their original-equipment installed mufflers, with no ECTs installed. Onset Computer Corporation Type K Thermocouple Dataloggers were utilized in conjunction with 1/8" diameter type-K thermocouple probes, which were installed in two locations in the exhaust system. One probe was located laterally approximately six inches upstream of the inlet to the vehicle muffler, and radially in the approximate center of the exhaust stream. A second probe was located laterally approximately one foot from the outlet of the engine turbocharger, also radically in the approximate center of the exhaust stream. Exhaust temperature data was collected at a frequency of eight seconds.

The data revealed exhaust gas temperatures that may be too low for successful implementation of certain ECTs, even for the "best case" bus number 262 (exhaust temperatures were higher, as expected, near the turbocharger outlet, than at the inlet to the muffler). For example, diminished engine exhaust gas temperatures may compromise the operation of some passive-design DPFs, impeding effective regeneration of entrapped PM. Operation in this manner would require frequent cleaning, or manual "off-vehicle" regeneration by First Student service technicians. *Applicants are encouraged to review the exhaust gas temperature data carefully, and may contact NESCAUM if further explanation of the results is required for submission of an effective proposal:*

School Bus No. 262 - Adjudged To Be "Best Case"

<u>Test Dates</u>: 16 – 18 March, 2004

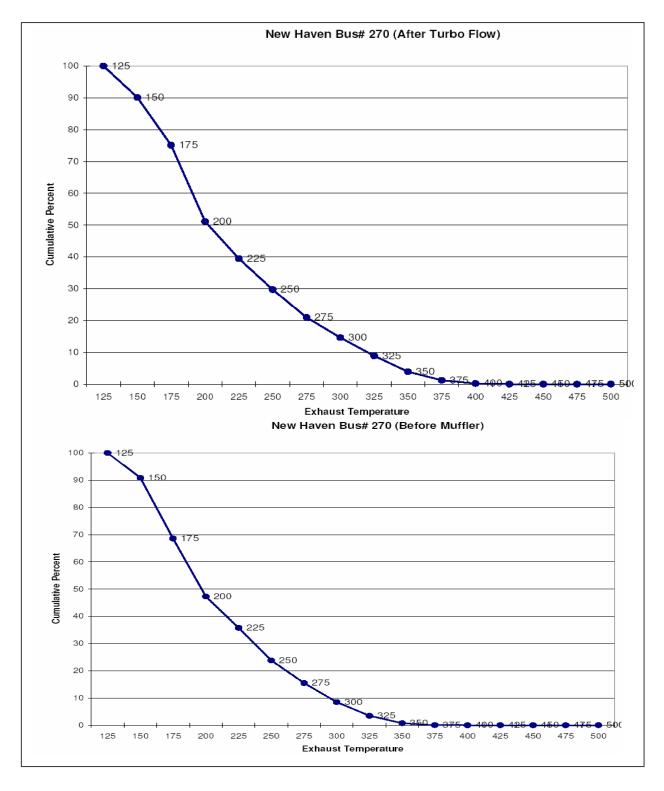
<u>Duty-Cycle Description</u>: Bus no. 262 travels on the highway for 45 minutes for a duration of 3.5 hours in the morning and a similar amount of time in the afternoon. The cycle is characterized by substantial travel in rural and suburban areas. A typical route includes approximately 12 stops in the city and five in the more rural and suburban areas.



School Bus No. 270 - adjudged to be "Worst Case"

<u>Test Dates</u>: 16 – 18 March, 2004

<u>Duty-Cycle Description</u>: Bus no. 270 operates in the city for four hours both in the morning and in the afternoon making short stops. The duty cycle is characterized by minimal highway travel.



III. Responding To The RFP – Inclusions For Submission

For complete consideration of the proposal, the respondent must adhere to the format and information requests specified in this section. It is imperative to respond to all parts of this section with sufficient detail, demonstrating an understanding of the technical and managerial precepts, and enumerated goals of this program.

A. Proposal Summary

Provide a proposal summary including an overview of the workplan with assumptions and deliverables, which will achieve the goals delineated in Section II.A. Briefly describe the company's track record and capabilities that would substantiate successful implementation of the selected ECT to ensure maximum PM, HC and CO emissions reductions, without the increase of any other pollutants.

B. Project Management Capabilities

NESCAUM is responsible for overall project management and coordination including disbursement of project funds. It is incumbent upon the prospective ECT vendor to demonstrate an ability to effectively interact with NESCAUM, in addition to procuring, installing and supporting selected emission control (retrofit) technology. The vendor must provide the following project management information:

- 1. Describe the project management team that would be deployed.
- 2. Provide the names and positions of key personnel within your organization that will lead the technical ECT operations.
- 3. List the management and administrative resources available to effectively perform project tasks and provide the project deliverables.
- 4. Provide examples of previous project experience relevant to the organization and installation of ECTs, *especially on school bus applications*.
- 5. Describe the project management approach in interacting with NESCAUM, First Student and other Project Team members.
- 6. Describe project management tools, including relevant software packages that would be deployed to ensure timely delivery and installation of the ECTs.
- 7. Outline the record-keeping methodology that would be utilized to ensure timely and well-documented ECT installation.

C. Company Overview

Provide an overview of the company, focusing on initiatives and specific project performance that substantiate proficiency in providing, implementing and sustaining technology consistent with the goals of this program. Include a brief historical overview focusing on specific areas of expertise relevant to this project. Publicly-traded companies are <u>required</u> to provide year-end 2003 financial statements, and privately-held companies are strongly encouraged to provide evidence of financial solvency. Private financial disclosure will be treated as Confidential Business Information (CBI).

D. ECT Selection Methodology

Carefully explain the process used in selecting the specific ECT for this project. The narrative should include an evaluation of the engine exhaust gas temperatures described in section II.D, as well as any other in-use, "real-world" implementation issues that may compromise successful ECT deployment. Provide documentation outlining deployment of the selected ECT in similar applications. Emphasize ECT experience with similar school bus applications on past and/or current projects.

E. Description of Candidate ECT

In support of the selection strategy outlined in section III.D, the prospective vendor must provide a detailed description of the ECT selected for this project. The narrative should include, but not be limited to, inclusion of the following key information:

- 1. underlying operating principle of the ECT;
- 2. EPA and ARB verification status;
- 3. performance verification through other programs, such as VERT or DEEP, if applicable;
- 4. commercial availability;
- 5. Warranty coverage:
 - a) ECT itself Detail the extent and limitation of the ECT warranty. How long is the warranty period? Does it cover parts and labor? How readily available are replacement parts? What service conditions are required to ensure the ECT warranty is not inadvertently voided?
 - b) School bus engine, other ancillary components Describe the extent of warranty coverage in the event failure of the ECT precipitates the failure of an engine or vehicle component.
 - c) Warranty Letter the selected vendor <u>must</u> be able to provide a letter from International Truck and Engine Company, Inc. ensuring the installation of that vendor's ECT will not in any way null, void, or otherwise impede the engine or vehicle warranty of International Truck and Engine, Inc.; and
- 6. safety procedures for service technicians and school bus drivers.

F. ECT Pilot Program

A pilot program consisting of trial installation and in-use assessment of the ECT, on a small but representative number of school buses in the First Student fleet, is a *mandatory component* for this project. It will be the responsibility of the prospective

vendor to develop and complete this program to the satisfaction of the project team, prior to proceeding with fleetwide ECT installation.

Carefully explain how this pilot program will be designed, initiated, and implemented. Sample guidelines that may be of assistance in responding to this section of the RFP include:

- 1. What is the overall timetable for the pilot program?
- 2. How may vehicles will be targeted for pilot retrofit?
- 3. Will the costs for the pilot program be included in the overall project budget, or will the vendor assume all or part of the costs to develop the pilot program, as means of demonstrating the efficacy of the selected ECT to the project team?
- 4. What length of time and/or vehicle miles is sufficient to have conclusively demonstrated the feasibility of the selected ECT?
- 5. The pilot program should replicate full fleet ECT installation and daily operation as closely as possible. Itemize and explain any installation or operational differences in the pilot program from the full fleet program, if any.

G. Technical Familiarity with Targeted School Bus Fleet

Section II.C provides information regarding the engines and school buses comprising the New Haven First Student Fleet. Provide a brief overview describing the company's technical familiarity and prior experience with the engine and bus chassis used for this fleet. Describe the company's interaction with International Truck and Engine Corporation, and/or International's distributors or dealers.

H. Quantifying Emission Reductions

This RFP requires the applicant to provide an estimate of PM, HC and CO emission reductions, without the increase of other pollutants, using the proposed ECT, for the school bus fleet described in section II.C. Contractually, there are no constraints regarding selection and subsequent deployment of ECTs verified under the US Environmental Protection Agency's Environmental Technology Verification (EPA ETV) program. However, candidate technologies that have been verified under the EPA ETV program benefit from a publicly-accessible database of quantifiable emission reduction performance data for specific on-highway applications. As such, calculations of emission reductions, referencing the ETV emission data, are easily substantiated. The preference for this project would be the use of EPA verified technology.

Proposed technologies that have not been verified under the EPA ETV program are still eligible as candidate technologies for this project, but the vendor must provide a methodology for calculating and measuring, where appropriate, PM, HC and CO emission reductions, on both a fleetwide and "per bus" basis. Technology emission

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¹ Information regarding the program is available at: http://www.epa.gov/otaq/retrofit/retrofittech.htm

performance data may be gleaned from other verification programs such as those from ARB, VERT or Canada's DEEP program, from the manufacturer's own in-use testing², or from an in-use testing strategy, specific to this program. If the latter approach is selected, applicants should provide a detailed outline describing the in-use, on-board vehicle emission data gathering methodology, the type of equipment used including manufacturer, and the data reduction techniques that would be employed.

I. Product Delivery

With the large number of school buses slated for retrofit under this program, timely product delivery is of paramount concern. It is highly probable that neither First Student nor NESCAUM will be able to stockpile large quantities of ECTs or attendant installation kits. In this section, the candidate vendor should detail their methodology for ensuring timely procurement of the proper quantifies of ECTs and ECT installation kits. Analogous to "just-in-time" manufacturing processes, it is imperative that ECTs/ECT kits be available in small batch quantities, on an "as needed" basis, for installation either by the vendor, or First Student's service technicians.

J. Product Installation

In this section the prospective vendor should outline the mechanism for timely installation of the ECT. The goal for this project is to complete the retrofits by August of this year, prior to the start of the school term. First Student has committed to providing support for the installation process. The installation approach proffered by the applicant may include installation by the vendor's own dealer/distributor, by some third party expert, by First Student, or from a combination of these alternatives. *The installation plan described in this section should clearly delineate the division of task responsibilities for ECT installation.*

As part of the installation narrative, provide a detailed description of all hardware required for timely installation of the ECT. The hardware should be in the form of a finalized, completed kit – designed, developed, fabricated and otherwise fully vetted – that is specific to the type, manufacturer and model year of the school bus and of the engine that is being used in the project. Provide documentation, including pictures if necessary, demonstrating that the kit is in a "ready-to-install" configuration. If kit design and development, specific to the buses for this project, has yet to be undertaken, provide a detailed procedure, including timeline, of how this process will take place. <u>Prospective vendors are strongly encouraged to demonstrate the availability of fully vetted installation kits at the time of proposal submission, or, at the very least, to incorporate kit development as part of the pilot portion of the project.</u>

² Data adjudged by the applicant to be proprietary and identified as "CBI", may still be provided for this RFP, and will be regarded as "confidential."

K. Training

Training is a key component of any retrofit project, not only in the initial stages of ECT installation, but over the course of the program, to ensure proper operation, maintenance and safety. The vendor shall be solely responsible for the training of First Student service technicians and drivers. Training must include both classroom and onvehicle sessions, and provision of training aids such as instruction and safety manuals and/or video or audio tapes is strongly encouraged. Specific areas that should be incorporated into the training program include:

- 1. installation;
- 2. maintenance;
- 3. in-use vehicle operation;
- 4. post retrofit troubleshooting & failure mode "limp home", if applicable; and
- 5. safety procedures.

The proposal should include brief background descriptions of the instructors selected for in-class and on-vehicle training. Training costs are to be included in the overall budget (see section III.M).

L. In-Use Service and Support

The applicant should provide a plan describing the in-use service support that will be available for the project. At a minimum, issues to be addressed in this section, are:

- 1. Does the company have its own dealer or distributor network that is available to provide service in a timely manner?
- 2. Is the dealer or distributor nearby?
- 3. Does the company intend to rely on First Student for service and support? If so, to what extent?
- 4. What is the length of time that the company intends to provide service and support as part of this budgetary contract through ECT installation, through the warranty period of the ECT, or though the useful operating life of the school bus while it is owned and operated by First Student? Explain fully.
- 5. It is expected that the vendor will incorporate service and support, at least through the warranty period, as part of the vendor's total project budget. What budgetary approach will the company select for post-warranty service, if deemed necessary? Will it remain as part of the overall vendor project budget, under a separate service agreement, etc.?

As part of this proposal, all prospective vendors <u>must</u> provide supporting documentation including contact references, substantiating a satisfactory product support record with prior or current projects.

M. Budget

In this section, provide a complete and detailed budget covering technical management, the ECT pilot program, product cost, full fleet installation, product support (maintenance, and warranty support), and training of service and driver personnel. As noted earlier, in-kind contributions for this highly visible project are encouraged.

The table below is provided as a template denoting the major project areas that should be delineated in the budget. It is not necessary to adhere to this format. However, if the applicant chooses an alternative budgetary format, it must, at a minimum, incorporate the project task descriptions, shown below.

| Task | Cost | % of Total |
|-------------------------|------|------------|
| Technical Management | | |
| Pilot Program | | |
| ECT Cost | | |
| ECT Installation | | |
| ECT Support | | |
| (Maintenance & Warranty | | |
| Personnel Training | | |
| In-Kind Contribution | | |
| TOTAL | | |

Table 2 – Budget Delineation

IV. Selection Committee

The Selection Committee reviewing all proposals consists of individuals with expertise in the areas of diesel emissions, environmental public policy, fleet management and operations, pupil transportation, and government and regulatory activity. Specifically, these include:

- 1. Connecticut Department of Environment Protection
- 2. NESCAUM
- 3. City of New Haven, Department City Planning
- 4. New Haven Board of Education
- 5. First Student, Inc.
- 6. EPA Region 1

All proposals will be thoroughly reviewed and discussed among the Selection Committee to ensure fairness. Respondents to this RFP may be contacted prior to final determination of the contract award to clarify specific responses in their proposal, if necessary.

V. Evaluation Criteria For Selection

Proposal selection will be based upon a number of criteria, enumerated below. No single criterion receives more weighting than another, and proposals will be judged in their entirely in the context of whether they effectively meet the goals of the program, as outlined in section II A. The criterion for evaluation of proposals will reference, at a minimum, the following:

A. Technical Management

Is the company's Project Team well-defined and well-resourced? Is the company's prior technical and management experience consistent with the needs and goals of this project? Is the project management approach clear and concise? Is the record-keeping sufficiently robust for ongoing and future reference?

B. ECT Pilot Program

How well-developed is the Pilot Program in terms of cost, resources, minimal disruption to fleet operations, and schedule? The Pilot Program is essentially a miniproject, and proposals that effectively outline this important phase of the overall program will be favorably judged.

C. ECT Technical Merit and Feasibility

Does the selection of the ECT take into account the school bus operating conditions and fleet type? Is the technology simple to install and maintain? Are installation kits fully developed and available? Is the technology robust, both in terms of emissions performance and structural integrity? Does the ECT engender safety concerns that a) make it unattractive as a candidate ECT, or b) are safety concerns adequately addressed in the project plan?

D. ECT Environmental Benefits

Are maximum, fleetwide reductions of diesel PM, HC and CO achieved? Is the approach for quantification of these reductions, meritorious and robust? If some form of testing is elected for emission quantification, are the methods scientifically sound? Is ECT performance sustainability over time accounted for and well-documented?

E. Project Support

Does the company have an established dealer support mechanism, including local agents for timely emergency response? Is the support mechanism robust, well-resourced and adequately accounted for in the budget? Does the proposal provide references and historical background from prior projects, substantiating a satisfactory support track-record?

F. Training

Is the training plan sufficiently comprehensive to ensure safe, effective maintenance by service personnel, and vehicle operation by drivers? Are associated training materials, such as texts, audio tapes and/or video tapes, of professional quality and easy to comprehend? Is the background of the instructors well-matched to the product?

G. Timetable for Delivery of Product

Does the proposal clearly outline the prospective vendor's plan to effectively provide "just in time" delivery for ECT product and attendant installation kits? Is a delivery and installation schedule clearly delineated in the proposal. Is product delivery consistent with a projected project starting date of mid-June, with ECT installation continuing throughout the forthcoming summer months?

H. Budget

While budgetary considerations are always a factor in vendor selection, it is imperative that a technical vendor with the proper credentials and qualifications be contracted for this project. As such, the Selection Committee will not necessarily make the contract award to the lowest bidder. Rather, favorable consideration will be given to budgets that are clearly commensurate with the content of the work outlined in the proposal.

Does the budget section clearly delineate costs for the itemized tasks? Is the cost-sharing component consistent with the goals and objectives of the project?

I. Affirmative Action

Please indicate if you are a Minority business enterprise. "Minority business enterprise" means any small contractor or supplier of materials fifty-one per cent or more of the capital stock, if any, or assets of which is owned by a person or persons: (1) who are active in the daily affairs of the enterprise, (2) who have the power to direct the management and policies of the enterprise and (3) who are members of a minority, as such term is defined in subsection (a) of section 32-9n of Connecticut General Statutes; and "good faith" means that degree of diligence which a reasonable person would exercise in the performance of legal duties and obligations. "Good faith efforts" shall include, but not be limited to, those reasonable initial efforts necessary to comply with statutory or regulatory requirements and additional or substituted efforts when it is determined that such initial efforts will not be sufficient to comply with such requirements.

VI. NESCAUM Terms And Conditions

The Terms and Conditions for working as a subcontractor for NESCAUM are included in section VI.A, below.

Please provide a brief <u>signed</u> narrative indicating acceptance of these Terms and Conditions. If issues exist with these Terms and Conditions, please provide alternatives and include justification, based upon anticipated risks and benefits to NESCAUM and the New Haven Connecticut School Bus Retrofit Project, underscoring the validity of any proposed surrogate Terms and Conditions.

A. NESCAUM Terms and Conditions

- 1. NESCAUM is an equal opportunity and affirmative action employer and does not discriminate in its hiring, employment or business practices.
- 2. NESCAUM is committed to complying with the Americans with Disabilities Act of 1990 and does not discriminate on the basis of disability, in admission to, access to, or operations of its programs, services, or activities.
- 3. Respondents to the RFP must disclose any current (within the last 3 years) business relationships which may pose a conflict of interest.
- 4. In no event will NESCAUM or the selected vendor be liable to the other for any lost revenues, lost profits, incidental, consequential, special or punitive damages.
- 5. Insurance The contractor shall carry insurance during the term of this contract according to the nature of the work to be performed to "save harmless" the State of Connecticut from any claims, suits or demands that may be asserted against it by reason of any act or omission of the contractor, subcontractor or employees of either the contractor or subcontractor in providing services of this contract. Certificates of such insurance shall be filed with the state agency prior to the contractor's performance of contracted service.

B. Vendor Response